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# Yara UK Limited Gender Pay Gap Reporting 2017

## Background

Gender pay reporting is new legislation from April 2017 and requires employers with 250 or more employees to publish statutory calculations every year showing the pay gap is between male and female employees, expressed as a % of male employees pay.

The 'snapshot' date is April 2017.

## Overview of Yara Workforce

Within this report, there are a total of 262 employees, of which 258 represent full pay relevant employees – 162 Male and 96 Female employees.

17% of the female employees work part time.



**162 Male**



**96 Female**

## Commitment to Promoting Gender Diversity, Equal Pay and Benefits

At Yara we are committed to improving gender diversity and providing equal pay, benefits and development opportunities for all our employees at all levels throughout the organisation.

We have targeted initiatives, such as focused recruitment of women into the executive management team and a stronger diversity focus in our people processes.

We are improving our recruitment practices to focus on gender diversity, with training all managers on unconscious bias, reporting gender balance of applicants for each vacancy and ensuring at least 1 female candidate is shortlisted for each vacancy.

Our Talent Pipelines prioritise female talents for succession planning and leadership programmes.

Within the UK Management Teams we do have a good gender balance with 43% female representation.

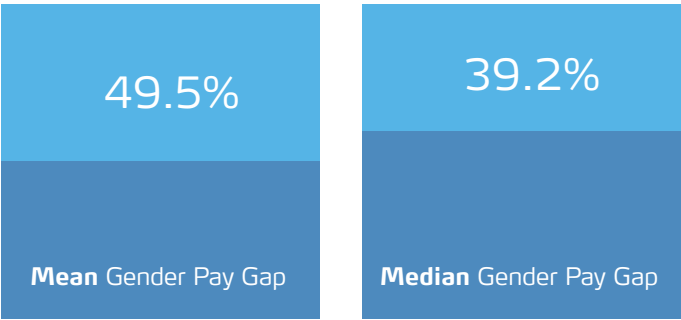
All positions are graded using a Global Grading system and salaries are benchmarked using reputable salary surveys to measure pay competitiveness.

We recognize the need to encourage more gender diversity within senior management positions, and will continue to focus on proactive measures within the business.

## Results of our Gender Pay Gap

### Pay

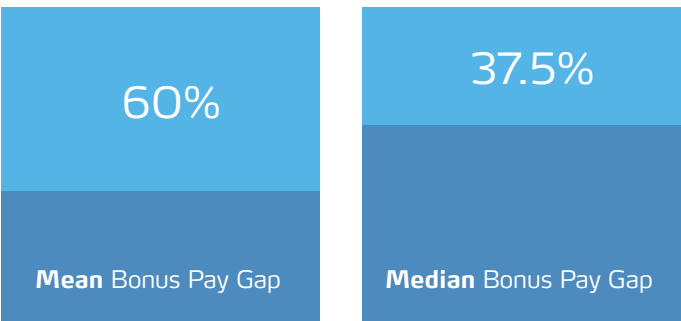
(Basic salary, bonus payments and other pay elements including expat allowances)



Included within this calculation are expatriates and employees with global positions not working for the local UK organization, but who have a UK contract of employment.

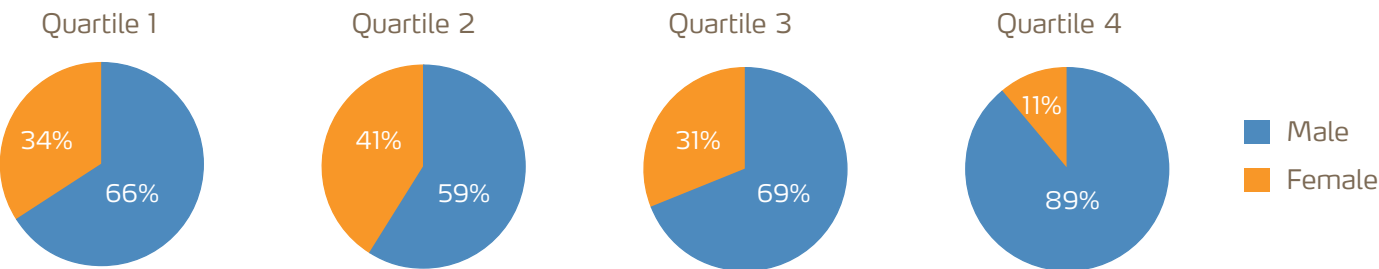
### Bonus

(Bonus + other awards to recognise performance or productivity paid between April 2016 and April 2017)



Every employee is entitled to a bonus payment based on a target %, Company performance and individual or team performance. This is pro-rata for part-time employees, new starters, long term absence and retirement, which skews the calculations and explains some of the gap.

The proportion of employees within each quartile band are:



## What does the Gender Pay Gap tell us?

With a high proportion of males in more senior positions, particularly as expatriates or global positions not working for the local UK organisation, the gender pay gap mathematical calculation is wide.

To compare the gender pay gap that makes sense within the business we have carried out the exercise on a job grade basis, comparing male and female pay only for same snapshot period (excluding performance related bonus). The results are very different at an average of 7.5% gender pay gap by grade.

Whilst there continues to be a strong requirement to attract female employees to more senior positions, this result does give local management some reassurance.

This report is published by:  
Yara UK Limited  
Harvest House  
Europarc  
Grimsby  
N E Lincs  
DN37 9TZ